

**CMAA**

Advancing Professional Construction / Program Management Worldwide

# Leadership Forum

**Meet the Challenges...  
Deliver Value.**

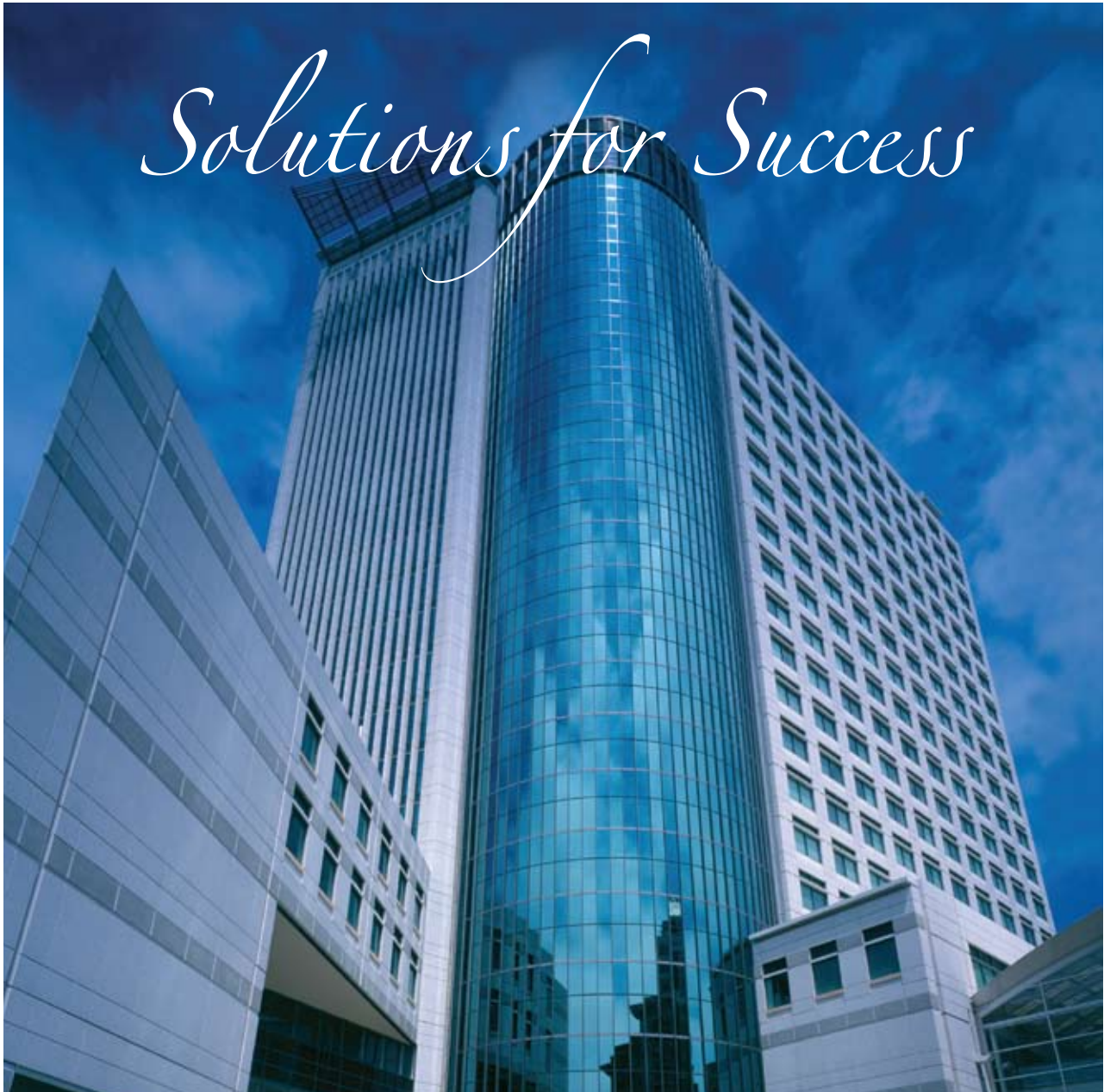
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**SCOTTSDALE, ARIZONA**

**MAY 17-19, 2009**

**ONSITE PROGRAM**

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Committee**

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(Professional Development  
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**Rob Harris, CCM, PE**

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**Josh E. Rowan, CCM, PE, PMP**

PBS&J

**Christopher Soffe**

Gleeds USA Inc.

**Meet the Challenges...  
Deliver Value.**

**Dear Colleague:**

Your decision to join in the **2009 CMAA Leadership Forum** demonstrates your commitment to using your professional knowledge and experience to help revive our national economy and create the kinds of infrastructure America will need to prosper in the future.

The program CMAA has prepared for this Forum demonstrates an equal commitment – to put our collective resources to work in the service of a stronger nation.

We have embarked on an effort to spend extraordinary sums of money in a remarkably short period of time, on highly diverse projects all over the country. This combination of workload and deadline pressure challenges owners as never before.

Fortunately owners, their staffs, and their Construction and Program Managers are prepared to respond. This Forum will help.

We have dedicated an entire seven-session track to Economic Recovery, along with tracks focusing on Project Execution Innovation and Business Strategy. We'll also hear from two excellent keynote speakers, Joel Weldon and William W. Badger, and have ample opportunities for networking and fun.

Our host Arizona chapter has organized two very appealing technical tours... and our Scottsdale setting couldn't be more beautiful.

This promises to be another superb CMAA Leadership Forum.

Thank you again for joining us.

**Thomas W. Bishop, PE, CMAA Chair**

URS Corporation



# Schedule at a Glance

## SATURDAY, MAY 16, 2009

9:00 am – 5:00 pm	CMAA Board of Directors Meeting	<b>KIERLAND 1A &amp; 1B</b>
12:00 pm – 1:00 pm	CMAA Board of Directors/CMCI Governors Luncheon	<b>DESEO RESTAURANT</b>
1:00 pm – 5:00 pm	CMCI Board of Governors Meeting	<b>KIERLAND 1C</b>
1:00 pm - 4:30 pm	CMAA Fellows Meeting	<b>POWELL</b>

## SUNDAY, MAY 17, 2009

12:00 pm – 6:00 pm	<b>REGISTRATION OPEN</b>	
8:00 am – 11:45 am	CMAA Chapter Leaders Meeting	<b>KIERLAND 1A</b>
8:00 am – 12:00 pm	CMCI Board of Governors Meeting	<b>KIERLAND 1C</b>
8:00 am – 12:00 pm	CMAA Fellows Meeting	<b>POWELL</b>
11:00 am – 12:00 pm	CMAA Foundation Board of Directors Meeting	<b>CUSHING A</b>
11:00 am – 12:00 pm	CMAA Standards of Practice Group Chairs Meeting	<b>CUSHING B</b>
1:00 pm – 2:00 pm	CMAA Quality Management Committee Meeting	<b>POWELL A</b>
3:30 pm – 5:00 pm	<b>EDUCATION SESSIONS</b>	
5:30 pm – 6:30 pm	Welcome Reception	<b>VISTA MORADA</b>

## MONDAY, MAY 18, 2009

7:00 am – 5:30 pm	<b>Registration Open</b>	
7:15 am – 9:00 am	Breakfast with Keynote Speaker: Joel Weldon	<b>KIERLAND BALLROOM</b>
9:15 am – 10:45 am	<b>EDUCATION SESSIONS</b>	
10:45 am – 11:00 am	Networking Break	
11:00 am – 12:30 pm	<b>EDUCATION SESSIONS</b>	
12:30 pm – 1:30 pm	Networking Luncheon with Table Topics	<b>KIERLAND BALLROOM</b>
1:45 pm – 3:15 pm	<b>EDUCATION SESSIONS</b>	
3:15 pm – 3:30 pm	Networking Break	
3:30 pm – 5:00 pm	<b>EDUCATION SESSIONS</b>	
5:30 pm – 6:30 pm	Foundation “Taste of Southwest” Reception	<b>SANDPAINTERS COURTYARD</b>

## TUESDAY, MAY 19, 2009

8:00 am – 12:00 pm	<b>REGISTRATION OPEN</b>	
7:00 am – 9:00 am	CMAA Fellows Meeting	<b>CUSHING B</b>
8:15 am – 9:45 am	<b>EDUCATION SESSIONS</b>	
9:45 am – 10:00 am	Networking Break	
10:00 am – 11:30 am	<b>TOWN HALL SESSION</b>	
12:00 pm – 1:30 pm	Closing Luncheon with Keynote Speaker: William W. Badger	<b>KIERLAND BALLROOM</b>
2:00 pm – 5:30 pm	Chapter Technical Tours	<b>MEET AT SOUTH TERRACE</b>

*(subject to change)*



**SUNDAY, MAY 17, 2009**

**CMAA Chapter Leaders Meeting**  
8:00 am – 11:45 am • Kierland 1A

**CMCI Board of Governors Meeting**  
8:00 am – 12:00 pm • Kierland 1C

**CMAA Fellows Meeting**  
8:00 am – 12:00 pm • Powell

**CMAA Foundation Board of Directors Meeting**  
11:00 am – 12:00 pm • Cushing A

**CMAA Standards of Practice Group Chairs Meeting**  
11:00 am – 12:00 pm • Cushing B

**CMAA Quality Management Committee Meeting**  
1:00 pm – 2:00 pm • Powell A

## EDUCATION SESSIONS

**3:30 pm – 5:00 pm • Kierland 1B**  
**America's Economic Recovery**

### **Recovery Legislation Overview – Legal Panel**

The American Recovery and Reinvestment Act (ARRA), popularly known as the "Stimulus Package," provides an unprecedented level of federally-funded construction spending. A panel of legal experts will provide a nuts and bolts analysis of how construction funding is distributed under the Act, focusing on the four sectors receiving the most Stimulus funds: energy, schools, water/wastewater and transportation. The panel will guide members through the expanded reporting and oversight requirements imposed on contractors and state and local governments and discuss other key provisions of the Act that change the status quo of federally funded contracting.

*Moderator: Mark R. Berry, Esq., Peckar & Abramson, P.C.*

*Panelists: Samuel K. Robison, Esq., The Shaw Group, Inc.; Brian P. Waagner, Esq., Akerman Senterfitt*

**3:30 pm – 5:00 pm • Kierland 1A**  
**Project Execution Innovation**

### **Integrating Lean Construction System with BIM – Legal Panel**

Lean methods have been customized for the construction industry via introduction and continuous improvement of the Last Planner™ system from Lean Construction Institute. These methods have been tested on many projects over the last 10 years, both in commercial and industrial construction. At the same time, BIM has gained widespread adoption and, while often the buzzwords "BIM" and "Lean" are mentioned next to each

other, the actual implementation of Lean scheduling methods and Last Planner™ alongside of BIM has never fully materialized until now.

*Igor Starkov, Tokmo Solutions*

**3:30 pm – 5:00 pm • Kierland 1C**  
**Business Strategy**

### **Leading Change: "Birthing" Early Contractor Involvement (ECI)**

The Kansas City District, Corps of Engineers has now awarded more than a dozen CMAR contracts (called ECI by the Corps) with superb results. This session will introduce ECI and the paramount role of the CM in this innovative Project Delivery Method.

The briefing will discuss the leader's role in pursuing true change in a large, established federal bureaucracy. The primary role of a leader is to ASSUME RISK for the organization. In doing so, how does he/she mitigate risk in driving change? How does he/she communicate risk to industry in order to convince it to embrace change? The key to ECI is understanding risk, to maximize the benefits to the owner and the CM.

*Mike Rossi, PE, PMP, Vali Cooper & Associates*

## **Welcome Reception**

**5:30 pm – 6:30 pm**  
**Vista Morada**

Catch up with old friends and meet new ones before going out to experience the essence of Arizona. Plan to attend and start the Leadership Forum off right!

**\$65 fee for non-registrants.**

**Co-sponsored by Jacobs & MWH**

## **Credit for Professional Development**

In order to meet the varied formats for reporting mandated education requirements to licensing boards, credits are identified in both Professional Development Hours (PDH) and Continuing Education Units (CEUs). In addition, CMAA is registered with the American Institute of Architects (AIA) as an approved provider of Learning Units (LU). CMAA is also a registered provider of continuing education for the National Council of Examiners for Engineering and Surveying (NCEES). Conference attendees may earn and report up to 12 PDH, 1.2 CEU, and 12 LU from participating in the conference. Electronic transcripts and AIA reports are available by request. CCMs can also earn two (2) points towards CMCI re-certification by attending this conference.





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# Education Sessions at a Glance



## SUNDAY, MAY 17, 2009

	America's Economic Recovery	Project Execution Innovation	Business Strategy
	KIERLAND 1B	KIERLAND 1A	KIERLAND 1C
3:30 pm – 5:00 pm	<b>Recovery Legislation Overview – Legal Panel</b> MODERATOR: Mark R. Berry, Esq., Peckar & Abramson, P.C. PANELISTS: Samuel K. Robison, Esq., The Shaw Group, Inc.; Brian P. Waagner, Esq., Akerman Senterfitt	<b>Integrating Lean Construction System with BIM – Legal Panel</b> Igor Starkov, Tokmo Solutions	<b>Leading Change: “Birthing” Early Contractor Involvement (ECI)</b> Mike Rossi, PE, PMP, Vali Cooper & Associates

## MONDAY, MAY 18, 2009

	America's Economic Recovery	Project Execution Innovation	Business Strategy
	KIERLAND 1B	KIERLAND 1A	KIERLAND 1C
7:15 am - 9:00 am / Breakfast Keynote: Joel Weldon			
9:15 am – 10:45 am	<b>Stimulus-Driven Opportunities in Transportation</b> MODERATOR: Linda Bohlinger, HNTB Corporation PANELISTS: Kerry O'Hare, Build America's Future; Sam Sleiman, MASSPORT	<b>Implementation of BIM/VDC Solutions for Large Transportation Projects</b> MODERATOR: Kevin Gilson, Parsons Brinckerhoff PANELISTS: Brady Nadell, PE, Parsons Brinckerhoff; Bart Ney, California Department of Transportation, San Francisco Oakland Bay Bridge	<b>CM's Role as Facilitator for IPD: Risk, Practice and Contractual Considerations</b> MODERATOR: Michael Herlihy, ARM Ames & Gough PANELISTS: Joe Barra, Esq., Seyfarth Shaw LLC, George Gaughn, Turner Construction Company
11:00 am – 12:30 pm	<b>Stimulus-Driven Opportunities in Energy and Power</b> MODERATOR: Peter Maloney, Platts Global Power Report PANELISTS: Griff Morris, FMI Corporation	<b>Demystifying Technology, Enhancing Corporate Value and Increasing the Bottom Line</b> MODERATOR: Michael Sheldon, ConstructHub LLC PANELISTS: Wendy Case, Jessica Fisher, Ken Majewski, Brad Whitman, and Keith Wilson, Palisade Construction	<b>Lawyers' Roundtable: How to Get the Project Done, Not How NOT to...</b> MODERATOR: Will Lichtig, Esq., McDonough, Holland & Allen PANELISTS: Deborah S. Ballati, Esq., Tom Owens, Esq., NBBJ
1:45 pm – 3:15 pm	<b>Stimulus-Driven Opportunities in Schools</b> MODERATOR: Frederick S. "Fritz" Edelstein, Public   Private Action PANELISTS: David Abel, New Schools Better Neighborhoods, Abel & Associates; Hydra Mendoza, Board of Education, San Francisco Public Schools	<b>Integrating Sustainability into Capital Projects – CMs Taking on the “Green Leadership” Role</b> MODERATOR: Judith Kunoff, CCM, AIA, MTA New York City Transit Authority PANELISTS: Lonnie Coplen, McKissick & McKissick; Edward Brzezowski, Noveda	<b>Who Is the Project's Leader?</b> MODERATOR: Bob Hixon, FCMAA, CCM, PE PANELISTS: Steven DiBartolo, CCM, Hill International; Linda Phillips, CCM, US General Services Administration
3:30 pm – 5:00 pm	<b>Stimulus-Driven Opportunities in Water and Wastewater</b> MODERATOR: Ken Kirk, National Association of Clean Water Agencies PANELISTS: Michael Gritzuk, PE, Pima County Regional Wastewater Reclamation Department; Judy Naverette, Water Infrastructure Financing Authority of Arizona	<b>BIM Technology – Transfer from Brain to Brawn</b> MODERATOR: Matthew Steere, Mortenson Construction PANELIST: Darren Roos, Mortenson Construction	<b>Fellows' Roundtable on IPD</b> MODERATOR: Don Russell, FCMAA PANELISTS: Dennis Dunne, FCMAA; Chuck Thomsen, FCMAA, FAIA

## TUESDAY, MAY 19, 2009

	America's Economic Recovery	Project Execution Innovation	Business Strategy
	KIERLAND 1B	KIERLAND 1A	KIERLAND 1C
8:15 am – 9:45 am	<b>US Army Corps of Engineers Funding &amp; Programs Under ARRA</b> MODERATOR: Dennis Doran, CMAA PANELISTS: Col. Janice Dombi, USACE; George Lea, CCM, USACE	<b>Key Issues for the CM in the Management of Sustainability Projects</b> MODERATOR: Allyson Gipson, Chevron Energy Solutions PANELIST: Mark Edwards, BRJ & Associates	<b>Are You Ready to Lead in this Historic Economic Time?</b> MODERATOR: Bob Wohlsen, Jr., Better Leaders, Inc. PANELISTS: Atul Apte, APSI; Mark Ballard, AECOM; Christine Flaherty, STV; Darrell Fernandez, Parsons; Kenny Kubiak, Diffenbaugh
10:00 am – 11:30 am	<b>KIERLAND BALLROOM</b> <b>Owners' Town Hall on Economic Stimulus Spending – 90 Days after ARRA Signed</b> PANELISTS: William Dalton, USACE; Dick Castner, US Chamber of Commerce; AnnMarie Sweet-Abshire, CCM, AIA, US General Services Administration		
12:00 pm - 1:30 pm / Closing Luncheon Keynote: William W. Badger			

(subject to change)



**MONDAY, MAY 18, 2009**

## Breakfast with Keynote Speaker Joel Weldon

7:15 am – 9:00 am  
Kierland Ballroom



CMAA Chair **Tom Bishop** will welcome attendees to the Leadership Forum. This general session is one of 21 sessions offered during the conference. Breakouts take place in six timeslots with three concurrent sessions in each time slot.

Tom will also introduce keynoter **Joel Weldon**. As a former construction worker who turned down a four-year college scholarship because he thought he wasn't "smart enough" to go to college, Joel Weldon is living proof that human potential can be tapped, and your entire life transformed, when even one good idea is presented, accepted and acted upon!

For more than three decades, he has been one of the most respected and sought-after speakers in North America, and has been an idea consultant, speaker and speech coach for many of the world's leading organizations and businesses.

Joel is the only speaker to have earned all four of the highest honors in the speaking profession – induction into the Speakers Hall of Fame, the coveted Communication & Leadership Award, The Golden Gavel "for his profound impact on corporate America" and, in 2006, he was named "Legend of the Speaking Profession."

*Breakfast co-sponsored by Parsons  
General session production sponsored by HDR, Inc.*



## EDUCATION SESSIONS

9:15 am – 10:45 am • Kierland 1B  
America's Economic Recovery

### Stimulus-Driven Opportunities in Transportation

Transportation resources – from highways and bridges to high speed rail and mass transit – may be the most visible elements in the national recovery and infrastructure initiative.

With funds moving through state Departments of Transportation to regional, city and local projects, how is spending on transportation being prioritized? What's the right mix between repairs and rehab projects and building new assets? How will stimulus-funded construction affect America's long-standing need for major expansion and renovation of fundamental infrastructure?

This panel will explore transportation spending across modes and regions to identify the key leadership opportunities.

*Moderator: Linda Bohlinger, HNTB Corporation  
Panelists: Kerry O'Hare, Build America's Future;  
Sam Sleiman, MASSPORT*

9:15 am – 10:45 am • Kierland 1A  
Project Execution Innovation

### Implementation of BIM/ VDC Solutions for Large Transportation Projects

Innovative digital tools and technologies are changing how CM professionals plan and deliver their projects. The use of building information modeling (BIM), virtual design and construction (VDC), and integrated project delivery (IPD) methods fosters collaboration among project team members, identifies potential conflicts, and reduces delays.

This session will summarize how these tools are being applied on large infrastructure projects, and discuss direct benefits achieved. The session will present case studies of complex transportation construction projects, and outline how BIM/VDC tools

were implemented and some of the problems faced in adoption of the technologies.

Attendees will leave with a better understanding of where these technologies can add value, as well as some of the challenges associated with implementation.

*Moderator: Kevin Gilson, Parsons Brinckerhoff  
Panelists: Brady Nadell, PE, Parsons Brinckerhoff; Bart Ney, California Department of Transportation, San Francisco Oakland Bay Bridge*

9:15 am – 10:45 am • Kierland 1C  
Business Strategy

### CM's Role as Facilitator for IPD: Risk, Practice and Contractual Considerations

Construction Managers may be in the best position to facilitate design and construction integration in order to gain the best value from BIM. Based upon examples of projects where BIM was utilized, this session will look at what new services need to be performed on projects in order to coordinate the use of BIM technology.

Specifically, as described in the ConsensusDOCS BIM Addendum, the panel will review the additional duties of the BIM Information Manager and discuss each task, duty and risk. A construction project manager, specialist attorney and specialist insurance broker will discuss the changing roles and barriers to fully integrating the design and construction team.

*Moderator: Michael Herlihy, ARM Ames & Gough  
Panelists: Joe Barra, Esq., Seyfarth Shaw LLC;  
George Gaughn, Turner Construction Company*

## Networking Break

10:45 am – 11:00 am



**MONDAY, MAY 18, 2009**

**EDUCATION SESSIONS**

**11:00 am – 12:30 pm • Kierland 1B  
America's Economic Recovery**

**Stimulus-Driven Opportunities  
in Energy and Power**

ARRA includes some \$27 billion in energy related spending, including grants for construction of new renewable energy facilities, incentives for development of best practices to improve energy efficiency and reduce energy usage, and a major investment in "Smart Grid" technology to modernize our national electricity distribution system.

*Engineering News-Record* projects that stimulus spending will keep construction in the utility sector above its 2007 levels both this year and next. Moreover, the emphasis on renewables, energy efficiency and best practices will shape design and execution of all kinds of projects, all over the country.

This session will describe these impacts and the resulting opportunities.

*Moderator: Peter Maloney, Platts Global Power Report*

*Panelist: Griff Morris, FMI Corporation*

**11:00 am – 12:30 pm • Kierland 1A  
Project Execution Innovation**

**Demystifying Technology,  
Enhancing Corporate Value and  
Increasing the Bottom Line**

You know what CMAR and BIM mean, but do your eyes gloss over when IT people start speaking a foreign language of acronyms? The good news is that you *do* know today's technologies. As technology is maturing, CMs are further empowered to minimize communication gaps, decrease productivity lulls and be virtually omnipresent and communicative throughout the program and/or project life cycle.

This session will connect known technology to terminology, and apply that knowledge to the business of CM. Panelists will share their first-hand experiences of delivering on the promises of CM/PM ecosystem tools. The result can not only elevate your professional standing, but also make quantifiable contributions to organizational competitiveness; both are marketable professional skills that owners and partners value.

*Moderator: Michael Sheldon, ConstructHub LLC*

*Panelists: Wendy Case, Jessica Fisher, Ken Majewski, Brad Whitman, and Keith Wilson, Palisade Construction*

**11:00 am – 12:30 pm • Kierland 1C  
Business Strategy**

**Lawyer's Roundtable: How to  
Get the Project Done, Not How  
NOT to...**

How do you involve lawyers on your construction projects? Are they warriors you bring in when the project has gone bad, you are looking to fix blame, and you are ready to begin the war of attrition? Or are they peacemakers you call upon to help plan for risk avoidance and mitigation in an effort to avoid bad project outcomes even in the face of daunting challenges? This attorney roundtable of experienced construction lawyers will offer insights and suggestions about how to best leverage lawyers as part of your project team. Each of them has been involved in situations where lawyers were used to help avoid catastrophic outcomes, as well as witnesses to the waste that can result from imprudent deployment of the warrior mentality.

*Moderator: Will Lichtig, Esq., McDonough, Holland & Allen*

*Panelists: Deborah S. Ballati, Esq., Tom Owens, Esq., NBBJ*

**Networking Luncheon with  
Table Topics**

**12:30 pm – 1:30 pm  
Kierland Ballroom**

During lunch you have the option of joining a "topic table" for a guided discussion of a specific issue or opportunity for the CM profession... or, you can choose a more traditional approach and enjoy some unstructured networking and conversation along with your meal.

In addition, during lunch CMAA will offer three brief, informal informational sessions you might want to explore:

"How to Submit An Award Winning Project Achievement Entry" • **Kierland 1A**

"The Road to the CCM: From Application to Test, Your Questions Answered" • **Kierland 1B**

"CMIT: What Does It Involve And How Can It Help You?" • **Kierland 1C**

*General session production sponsored by HDR, Inc.*

**EDUCATION SESSIONS**

**1:45 pm – 3:15 pm • Kierland 1B  
America's Economic Recovery**

**Stimulus-Driven Opportunities  
in Schools**

The focus of this panel is to describe and discuss the sections of ARRA that relate to school construction, renovation and modernization. The participants will provide a national and local perspective on the Act and its implementation, including how these funds will be used in San Francisco and strategies to make these efforts more environmentally friendly. The panelists have participated in shaping national, state and local policy as well as working at the national, state and local levels on school construction.

*Moderator: Frederick S. "Fritz" Edelstein, Public | Private Action*

*Panelists: David Abel, New Schools Better Neighborhoods, Abel & Associates; Hydra Mendoza, Board of Education, San Francisco Public Schools*

*Continued on next page.*



## MONDAY, MAY 18, 2009

Continued from prior page.

### 1:45 pm – 3:15 pm • Kierland 1A Project Execution Innovation

#### Integrating Sustainability into Capital Projects – CMs Taking on the “Green Leadership” Role

CMs must adapt rapidly to the objectives of sustainable projects by adapting management systems to reflect sustainability goals from the outset of the project. A project team that understands sustainable design and construction principles can make a difference regardless of the “green” guideline, standard or rating system. New and evolving technologies are proving critical in the application of sustainability principles, enabling us to measure and report success against objectives or to adjust as needed. Take the green CM leadership challenge and explore CM sustainability tools.

*Moderator: Judith Kunoff, CCM, AIA, MTA New York City Transit Authority*

*Panelists: Lonnie Coplen, McKissick & McKissick; Edward Brzezowski, Noveda*

### 1:45 pm – 3:15 pm • Kierland 1C Business Strategy

#### Who Is the Project’s Leader?

Successful projects have good leadership. It is not uncommon for a project team to look to the owner to provide leadership because the owner holds all the contracts. Normally, however, the owner is really a group of people, each with limited authority. A single member of the owner group often is designated as the key contact with the construction team, but this individual usually does not have the authority to provide timely direction.

This panel will identify these weaknesses in the normal project and generate discussion on how the CM, acting on behalf of the owner can provide the necessary leadership to develop a collaborative team that can successfully complete a construction project.

*Moderator: Bob Hixon, FCMAA, CCM, PE*

*Panelists: Steven DiBartolo, CCM, Hill International; Linda Phillips, CCM, US General Services Administration*

### Networking Break 3:15 pm – 3:30 pm

## EDUCATION SESSIONS

### 3:30 pm – 5:00 pm • Kierland 1B America’s Economic Recovery

#### Stimulus-Driven Opportunities in Water and Wastewater

This panel will describe and discuss the impacts of ARRA related to water and wastewater infrastructure construction, rehabilitation and sustainability. The experts will take us from the national level view of all activities nationwide to the plans, impacts and progress at the state and operator level. The perspectives of the Arizona Water Infrastructure Financing Authority will provide insight into the challenges in taking advantage of the provisions of ARRA legislation with tight time constraints. As a local operator, Pima County’s Regional Wastewater Reclamation Department working in close coordination with its state financing authority is a window into local implementations. These experts will also provide their insight into the broader implications of Clean Water Funding and EPA legislation and their impact on water and wastewater infrastructure.

*Moderator: Ken Kirk, National Association of Clean Water Agencies*

*Panelists: Michael Gritzuk, PE, Pima County Regional Wastewater Reclamation Department; Judy Naverette, Water Infrastructure Financing Authority of Arizona*

### 3:30 pm – 5:00 pm • Kierland 1A Project Execution Innovation

#### BIM Technology – Transfer from Brain to Brawn

This interactive discussion will illustrate the need and means for a seamless transition of the building model from inception to implementation. We will reveal the gap between development of the model and its use in the field. This gap poses a challenge that can greatly impede the success of a project. We will break down the challenge into the technical side and the construction

component. We will explore how to educate and train field members in interpreting the model and using it as the primary tool in building the building.

*Moderator: Matthew Steere, Mortenson Construction*

*Panelist: Darren Roos, Mortenson Construction*

### 3:30 pm – 5:00 pm • Kierland 1C Business Strategy

#### Fellows’ Roundtable on IPD

The Fellows’ roundtable furthers the conversation about the implementation of the Triple Convergence of Integrated Project Delivery (IPD), Lean and BIM in CMAA’s environment. In this session, leading bottom line-oriented A/E/C practitioners who practice this Triple Convergence as a corporate culture will discuss why they believe that the A/E/C world will embrace these paradigm-shifting developments.

The Fellows will try to tease out the substantive principles of this developing movement from the “flavor of the day” elements that always seem to accompany new, widely trumpeted “best” developments.

Is this Triple Convergence an area in which you need to be expert? Come to this roundtable conversation and find out.

*Moderator: Don Russell, FCMAA*

*Panelists: Dennis Dunne, FCMAA; Chuck Thomsen, FCMAA, FAIA*

#### Foundation “Taste of the Southwest” Reception

### 5:30 pm – 6:30 pm Sandpainters Courtyard

This reception provides a great opportunity to network, unwind and make dinner plans. The \$45 fee includes a fabulous Margarita bar, a delicious salsa bar and other nibbles from around the region. \$20 of your fee is tax deductible and will benefit the CMAA Foundation in building a better future for the profession.

Tickets are available for purchase at the Registration Desk.



## TUESDAY, MAY 19, 2009

7:00 am - 9:00 am • Cushing B

### CMAA Fellows Meeting

#### EDUCATION SESSIONS

8:15 am – 9:45 am • Kierland 1B  
**America's Economic Recovery**

### US Army Corps of Engineers Funding & Programs Under ARRA

The USACE is committed to a culture of certification. This session will present the USACE's plan and commitment to conform to the CMAA Body of Knowledge and Standards of Practice. As USACE is pushing for a new professional series for Construction Management employees, participants will learn firsthand how professional development and continuous learning are key to creating leaders of USACE's construction projects and programs.

*Moderator: Dennis Doran, CMAA*

*Panelists: Col. Janice Dombi, USACE; George Lea, CCM, USACE*

8:15 am – 9:45 am • Kierland 1A  
**Project Execution Innovation**

### Key Issues for the CM in the Management of Sustainability Projects

This session will demonstrate the different options and approaches to energy efficiency and renewable energy projects, including identifying best practices that CMs must be aware of when managing energy projects and/or assisting owners in procuring energy services. This session will include discussion of various funding options and how different energy solutions can be funded by grants, incentives, rebates and energy savings.

Finally, the session will touch on options for the delivery of energy projects, including design-build, lease-leaseback and Power Purchase Agreements (PPAs).

*Moderator: Allyson Gipson, Chevron Energy Solutions*

*Panelist: Mark Edwards, BRJ & Associates*

8:15 am – 9:45 am • Kierland 1C  
**Business Strategy**

### Are You Ready to Lead in This Historic Economic Time?

Part of the measurement of a highly effective team is how well you plan and how well you practice as a team. Do you have regular meetings to measure progress or informal check-ins? How do you communicate? What is your method of requesting and offering information between team members? How do you report problems and address conflict? What do you say and how do you say it? How to ask for assistance: What do you do (to ask) with each team member? This session will work through how to provide feedback to team members and team leaders by having a conversation about the answers to these important questions.

*Moderator: Bob Wohlsen, Jr., Better Leaders, Inc.*

*Panelists: Atul Apte, APSI; Mark Ballard, AECOM; Christine Flaherty, STV; Darrell Fernandez, Parsons; Kenny Kubiak, Diffenbaugh*

### Networking Break

9:45 am – 10:00 am

## Explore Changes and Challenges in Water and Wastewater Management

### Focus on these HOT water issues:

- Wastewater Infrastructure
- Storm Water Infrastructure
- Water Reclamation Management
- Emerging Trends
- Best Practices
- ... And More!



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Las Vegas, Nevada



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**TUESDAY, MAY 19, 2009**

**TOWN HALL SESSION**

**10:00 am – 11:30 am**  
**Kierland Ballroom**

**Owners' Town Hall on Economic Stimulus Spending – 90 Days after ARRA Signed**

ARRA is not just a big new source of money for national, state and local projects. It also creates significant reporting requirements and challenges owners at every level to manage more projects, under more time pressure, than in the past.

How is ARRA implementation going after 90 days? What do owners expect and need, and what services do they require from their CMs and PMs? What combinations of in-house and outsourced services will owners call upon to help them execute their near-term projects and move their long-range goals closer to reality?

This Town Hall session assembles high level managers from both the public and private sector, with responsibilities in both "horizontal" and "vertical" construction, for an open discussion of what's really happening as ARRA moves from the capital city to the front lines.

*Panelists: William Dalton, USACE; Dick Castner, US Chamber of Commerce; AnnMarie Sweet-Abshire, CCM, AIA, US General Services Administration*

**Closing Luncheon with Keynote Speaker William W. Badger**

**12:00 pm – 1:30 pm • Kierland Ballroom**



**William W. Badger, PhD, PE, NAC**, is an industry veteran who spent his early career as commander of a US Army Engineering District, providing leadership and management to a large audience within the engineering organization. Since 1992 he has served as a professor in the Del E. Webb School of Construction at Arizona State University. He was instrumental in the growth of the school from department level to one of the only three schools of construction in the university system in the United States. Badger was recognized as one of the 25 ENR "Newsmaker of 2008" for his outstanding leadership in education.

*Keynote speaker co-sponsored by Parsons*

*Luncheon co-sponsored by HNTB Corporation and Urban Engineers, Inc.*

*General session production sponsored by HDR, Inc.*

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# Chapter Technical Tours

**TUESDAY, MAY 19, 2009**

*At the conclusion of the Closing Luncheon, the Arizona Chapter invites your participation in these technical tours, arranged by the Chapter.*

## Arizona Department of Transportation SR202L Design-Build

**2:00 pm – 5:30 pm (approx.) Meet at South Terrace.**

*The bus will load immediately after the Closing Luncheon for the 25-minute ride to the project. The bus will return by 5:30 pm to the Westin Kierland.*

With a budget of \$188 million, this design-build project will widen 7.5 miles of the SR202L mainline, including 22 bridges, among them the mile-long Salt River Bridge. The 202 is a major urban freeway in the Arizona Department of Transportation system. The project requires significant traffic management and coordination by multiple jurisdictions.



## Glendale Spring Training Complex

**2:00 pm – 5:30 pm (approx.) Meet at South Terrace.**

*The bus will load immediately after the Closing Luncheon for the 15-minute ride to the complex. The bus will return by 5:30 pm to the Westin Kierland.*

The City of Glendale, Arizona utilized a Construction Manager at Risk to construct a state-of-the-art baseball spring training facility for the

Los Angeles Dodgers and Chicago White Sox Major League Baseball teams. The facility, known as Camelback Ranch, consists of a 10,000-seat stadium, 14 practice fields and two clubhouse

and training facilities, totaling 118,000 square feet. The project offsite improvements included more than one mile of five-lane roadway (with signals, street lighting, striping, signage, landscaping, etc.) sanitary sewers, wastewater lift station, dual 12-inch sewage force main, potable and reclaimed waterlines, and utility coordination and development.



Continue to meet  
the **CHALLENGES** of  
**LEADERSHIP**  
in the new decade.

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**CMAA Leadership Forum**



**MAY 2-5, 2010 ■ ATLANTA, GA**

## Abstracts

The abstracts for the 21 Leadership Forum sessions will be available for downloading online at the CMAA website.

*Sponsored by Parsons Brinckerhoff*

## Cell Phone Etiquette

As a courtesy to your fellow conference attendees when you're in a formal setting such as education or general sessions, please turn off your cell phone or set it to vibrate. CMAA appreciates your cooperation with this request.

## CMAA Bookstore

Don't miss this chance to browse through books you've been interested in purchasing from CMAA. The entire selection of titles is available for pre-ordering at the registration area beginning on Sunday at 12:00 pm. The books you order onsite will include a 10 percent price discount and will be shipped after the Leadership Forum at no charge to you – so take advantage of this money-saving offer!

## Registration

Check your registration materials carefully to be certain you have the proper meeting credentials: badge, badge holder and lanyard, and any additional tickets you may have purchased. You will also receive the onsite program, a highlighter and a registrant list.

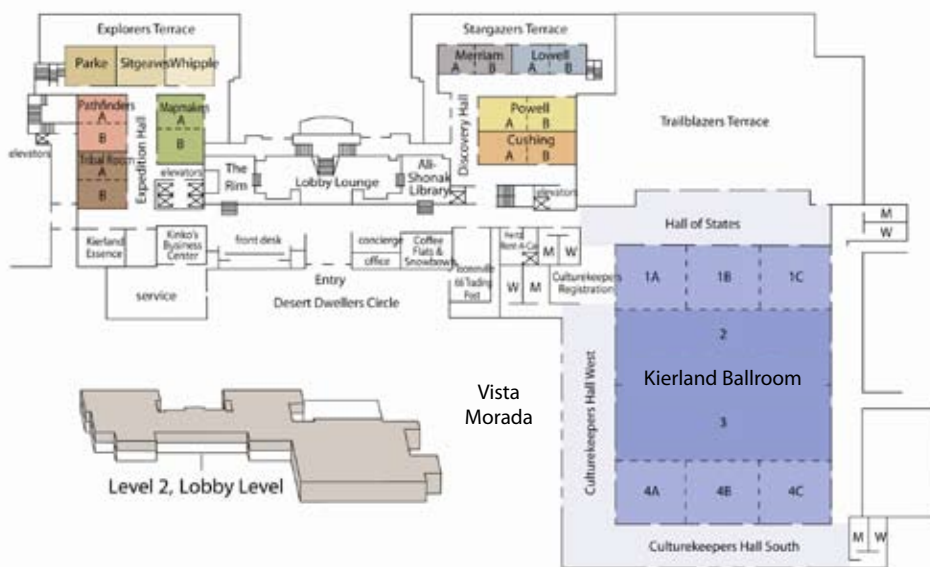
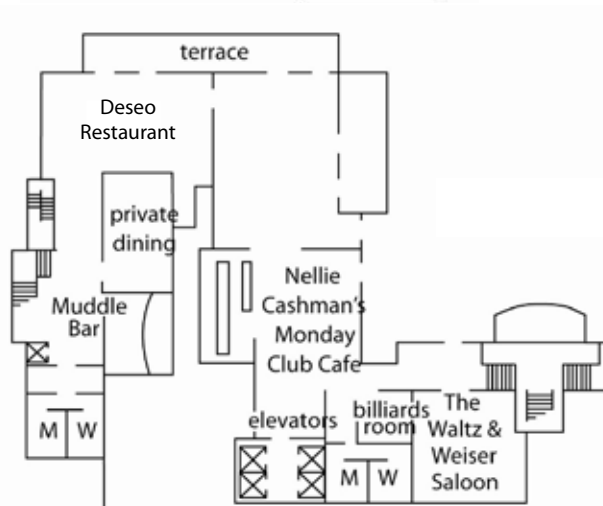
Badges will be checked for entry into all non-ticketed forum events; therefore, it is important that badges be worn at all times. Those persons not wearing appropriate Forum badges may be turned away. Lost badges can be replaced for a \$10 fee. Tickets will be collected at all events requiring ticket purchase. Lost or stolen tickets are not replaceable; re-purchase is required.

## Responsible Drinking Policy

Recognizing the emphasis on receptions and the potential for alcohol abuse, CMAA has issued a statement encouraging responsible drinking. Supporting this policy, all CMAA-sponsored receptions will offer non-alcoholic beverages. Alcohol will not be served to anyone under the age of 21.



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